



U.S. DEPARTMENT OF STATE

STATE

MAGAZINE

Paraguay's Tranquil Charm

MAY 2008

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Morning sunlight glints on the Paraguay River as it snakes through the countryside near Asunción.
Photograph by National Geographic.

Office of Employee Relations— Here to Serve You



Even before the use of the term “family-friendly” came into vogue, the Department of State had been creating and extending services to employees and their families that provide the extra support they need to carry out their professional and personal responsibilities. Under the exceptional leadership of Jim Forbes, the Office of Employee Relations develops, implements and promotes quality of life policies and programs; maintains human resources regulations; administers the discipline process; and, through *State Magazine*, informs employees about the work and lives of the Department’s greatest asset: its people.

Headed by Patricia Pittarelli, the Work/Life Programs division includes on-site and near-site child care centers and resource and referral services for child care; the eldercare Emergency Visitation Travel program, which helps employees care for elderly family members by authorizing and funding travel to assist parents who are no longer able to live on their own; and a child care subsidy for eligible employees facing the high cost of child care at the point in their careers when their salaries are lowest. WLP

is also where employees with disabilities can request reasonable accommodation to continue to perform the essential functions of their jobs.

Judy Ikels’ team in the Employee Programs division makes and interprets policy on family-friendly leave, family and medical leave, flexible work schedules, alternative work schedules, part-time employment and job-sharing options, telework and the voluntary leave transfer program. In addition, EP manages the Student Loan Repayment Program, which provides grants to help eligible employees retire outstanding education loans.

Helping to ensure the integrity of the Department’s workforce is the Conduct, Suitability and Discipline division led by Victoria Williams, which is tasked with maintaining service discipline and standards.

Let’s take a walk down your career path. You may have joined the Department while just starting your family. At that time, you may seek assistance with child care, adoption services or leave for these purposes. Later in your career, you may find yourself part of the “sandwich” generation, raising your children while providing care for an elder or while seeking your own medical treatment. ER will be the place to seek guidance on eligibility under the Family and Medical Leave Act, which entitles employees to up to 12 weeks of unpaid leave for these purposes. Workplace injuries are unpredictable, so ER trains bureau coordinators to be responsible and manages liaison with the Department of Labor as necessary.

You may need confidential counseling and referral on how best to manage stress in your personal or professional life. ER may refer you to the IQ: “Information Quest” program, a resource and referral service, which can link employees to community resources for child and elder care, and provide information related to legal matters, health care and education, for example. ER is also the repository of expertise on choosing health and life insurance, and the newer programs, such as the Long Term Care Insurance Program and dependent care Flexible Spending Accounts.

If you have been with the Department for a while, you have most likely had occasion to call the Office of Employee Relations with questions regarding leave policy or health and life insurance benefits. Every Department employee will interact with HR/ER at some time during his or her career at State.

HR/ER is the corporate center established to advise employees and managers throughout the Department on how to effectively integrate workplace flexibilities in their own careers, balance their professional and personal lives and foster a workplace that attracts and retains committed employees. I encourage you to take advantage of what it has to offer.

We want to hear your ideas and get your feedback. I welcome your suggestions via unclassified e-mail at “DG Direct.” ■



Telework Endorsed

I just wanted to thank Judy Ikels and your magazine for the timely and needed article on telework (*State Magazine*, February 2008). Perhaps if more of the “powers that be” read it, they’d realize what a boon telecommuting would be to employees who have little or no public transportation where they live or to their job (especially in Charleston, S.C.) and have to deal with rising gas prices.

Charles Ward
Commercial Claims
Charleston Global Financial Center

Exciting Journey

I am a former creator, author and editor of the Bureau of Resource Management’s *Executive Perspective* newsletter. I just want to commend you and thank you for an exciting journey in the February 2008 issue of *State Magazine*. The articles—beginning with the cover story, “Brazil’s Northeast Star—Recife,” all the way to the end—were enjoyable. It was as if I were reading a fascinating magazine from a newsstand. Well done!

Wanda Washington
Program Analyst
Bureau of Resource Management

Laurels for Harty

Faced with Maura Harty’s early retirement, I want to share a point of view

from the field and from well down the consular food chain: Throughout her tenure as assistant secretary of consular affairs, Maura was larger than life, strong, warm, generous, rich in wit and wise. In five short years, she became the dominant force in reshaping the bureau into the most dynamic and professional consular service in the world. She helped us define and understand our new challenges, and meet them, despite the greatest series of changes in technology, policy and procedure in consular history. She promoted a vibrant esprit de corps and made each of us especially proud to be consular officers, with a pride grounded in our knowledge that we are now collectively more professional and more effective in our work than ever before. She gave us resources, training and close personal attention, and

above all she gave us a conviction that we are serving the higher purposes of our wide-ranging mission. She helped make the Consular Bureau greater than the sum of its many hard-working parts. We now serve hundreds of thousands of American citizens overseas, millions of visa applicants and our broad American “transforming” goals more effectively and with a greater sense of collective determination because of her leadership.

Her retirement is the end of an era, and whatever the future holds, her loss to us is greater than her modesty—another of her strengths—will ever allow her to realize.

Mark O’Connor
Deputy Consular Section Chief
Buenos Aires

Let Us Hear from You

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Letters should not exceed 250 words and should include the writer’s name, address and daytime phone number. All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

NEWS

From left, Justice Sandra Day O'Connor, Secretary of State Condoleezza Rice and Avon Chief Executive Andrea Jung listen to a question during the seminar.



Meeting of the Minds

Seminar Targets Violence Against Women

Secretary of State Condoleezza Rice, retired Supreme Court Justice Sandra Day O'Connor and Avon Products Chief Executive Officer Andrea Jung addressed a March seminar at Main State on ending violence against women.

"Women too often suffer the most," Secretary Rice told the audience of nearly 100 senior judges and legal practitioners gathered in the Loy Henderson Auditorium. She noted that one-third of women worldwide are beaten, raped or abused at some point in their lives, a problem that is pervasive in both developed and developing nations.

She called for nations to enforce their laws and fully fund their courts and police. "Women's empowerment should be

a policy priority" for all nations, she said.

O'Connor said women are more likely to be abused if they are less educated and less wealthy. She also called for improved law enforcement, particularly by adding female police officers and judges.

"If the face of justice is a man, women are less likely to seek help," she said.

Avon partnered with the Department on the roundtable meeting. The week before the seminar, Avon gave \$1 million to the United Nations fund charged with stopping domestic violence.

Roundtable attendees heard from a panel of judges that included a member of the Supreme Court of Liberia, Judge Jamesetta Howard-Wolokolie. She said rape in her nation has actually increased

since the 2003 end of Liberia's civil war. Convictions fall short, however, because many victims have no access to a lawyer, or even a way to get to a courthouse—and they have little trust in the system anyway, she said.

She also called for increased funding of law enforcement, but noted her nation has a long way to go: In one Liberian county there are more than 100,000 people of voting age and only 30 police officers.

The seminar drew federal and state court judges from around the United States, as well as high-ranking officials from 17 nations, including the deputy attorney general of Pakistan and members of the supreme courts of Benin, Ghana, Hungary and Bahrain.

Air War College's State Day Honors Interagency Cooperation

In February, the Air War College at Maxwell Air Force Base in Alabama hosted its seventh annual State Day. Forty-two State Department employees, mostly Foreign Service officers, flew in from Andrews Air Force Base to engage AWC students in seminars on cultural and political issues in the countries the students would soon visit.

"The desk officers gained insights into the workings and thinking of military officers, [and students] learned about the use of diplomacy to further foreign policy goals," said Benjamin Chiang, desk officer for Brazil.

Deputy Assistant Secretary for East Asian and Pacific Affairs Alexander A. Arvizu spoke on the role of East Asian countries in U.S. foreign policy. Joan Corbett, a senior adviser in the Bureau of International Security and Nonproliferation, spoke on Central European issues.

At State Day's end, the group and AWC staff went out for dinner and visited the Civil Rights Memorial Center, the church where Dr. Martin Luther King Jr. was pastor for six years and the state capitol.

Cornelius Keur, AWC's foreign policy adviser, said State Day is a highlight of the AWC school year and receives high ratings from AWC students and participating Department officers. The Department's involvement is organized by the Office of International Security Operations in the Bureau of Political-Military Affairs.



The State Department delegation poses in front of the Air War College.

Embassy Holds Conference On Romani Issues

In February, the U.S. Embassy in Athens hosted its first regional conference on Romani—often identified by the derisive term “gypsies”—issues. The conference brought together officers from seven posts and six countries with experts from the U.S. Helsinki Commission and the Organization for Security and Cooperation in Europe and featured Ambassador Daniel V. Speckhard as its opening speaker.

The Roma are the largest ethnic minority in Europe, numbering between 10 and 12 million but are highly discriminated against and marginalized. Despite cultural differences among Roma people across Europe, many face the same issues: high unemployment, illiteracy and homelessness.

Andrzej Mirga, a Romani professor who is the senior adviser on Romani issues with OSCE's Office for Democratic Institutions and Human Rights, urged attendees to encourage governments to go beyond “window dressing” policies and emphasized early childhood education.

“If help comes [to someone] at the age of seven,” he said, “they are already at a disadvantage,” he said.

Erika Schlager, counselor for international law at the U.S. Helsinki Commission, said the number-one priority of Roma communities is access to education.

Political officer Patrick Connell, from the U.S. Embassy in Athens, took Schlager to several Roma camps around Athens during her visit. Roma camps in Greece have anywhere from 2 to 500 families living in makeshift shacks and are generally located off the sides of highways

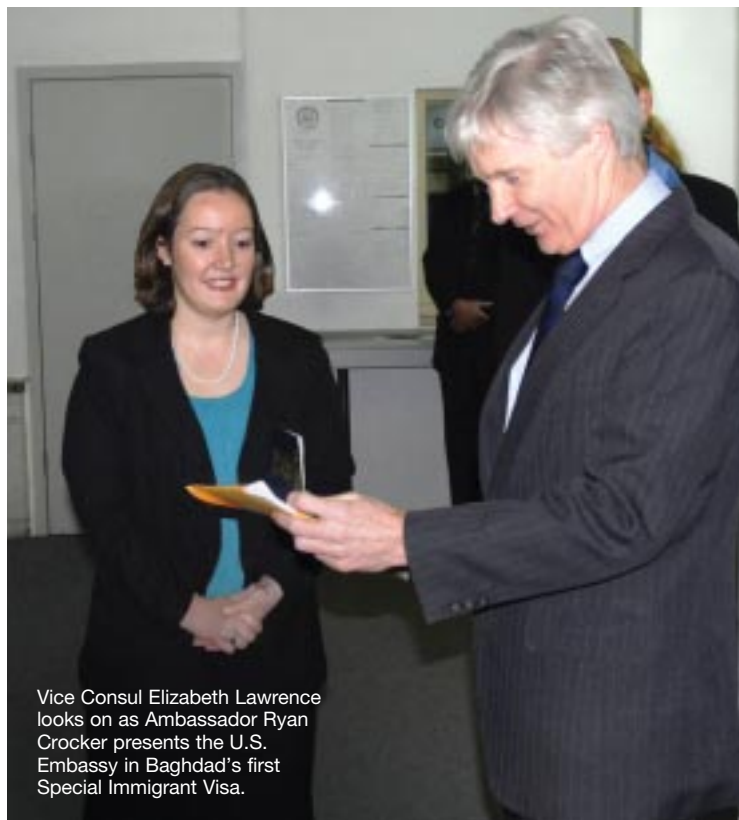
or near landfills. An estimated 150,000– 300,000 Roma live in Greece, including some Roma who have migrated from Albania in recent years.

Suggestions during the conference ranged from book drives and replacing roofs in Roma communities to such long-term goals as encouraging governments to make education, health care and housing more accessible to the Roma people.



Greek Roma stand near their home in a camp just outside of Patras, Greece.

Baghdad Issues First Special Immigrant Visa



Vice Consul Elizabeth Lawrence looks on as Ambassador Ryan Crocker presents the U.S. Embassy in Baghdad's first Special Immigrant Visa.

In February, Ambassador Ryan Crocker presented the first Special Immigrant Visa issued at the U.S. Embassy in Baghdad. It was also the first immigrant visa issued since the embassy reopened in 2004. The recipient was a Locally Employed staff member who had worked at the embassy since 2004.

Previously, applicants for all types of immigrant visas had to travel outside of Iraq for their interviews and visa processing, sometimes facing security risks. Since reopening, the consular section has processed a few visas, primarily nonimmigrant visas for Iraqis' official travel and U.S.-sponsored exchanges. Branching into immigrant visas was important because of the security situation Iraqi employees faced.

The SIV program was created in 2006 for Iraqi and Afghan translators and interpreters who had worked for at least one year for the U.S. Armed Forces or chief of mission. It allocated 500 visas for fiscal years 2007 and 2008.

In September 2007, the embassy requested authorization to begin processing a small number of SIVs on a pilot basis. The consular section hopes to expand SIV processing to include translators and interpreters who applied for their SIVs while working as Armed Forces contractors. In January, another SIV program for Iraqi citizens began, this one for those who have worked with the U.S. government for a year in any capacity, including as contractors. This program allocates 5,000 visas per fiscal year beyond those for translators and interpreters. The consular section anticipates a growing demand for visa interviews.

Student Interns Provide LIP Service In Ecuador

In the summer of 2007, university business student Jean-Pierre Triviño needed practical work experience as he neared graduation and Maria Andrea Negrete, a human resources assistant at the U.S. Consulate General in Guayaquil, Ecuador, faced several staffing gaps. The consulate Local Intern Program proved to be a win-win solution for both parties.

Created in 2006, LIP is based on the Foreign National Student Intern program and serves full-time students from universities within the nine Ecuadorian provinces of the consular district. Several public and private universities chose to participate in LIP, including the renowned Catholic University and the University of Guayaquil.

The program helps students' career and educational development and improves consulate operations by providing educated and motivated interns who assist with tasks associated with mission goals, particularly integrating the consulate into the community.

Internships average two to four months. Interns are now in the consular, public affairs, political/economic and management sections.

Host-country nationals who are not U.S. citizens are eligible, as are foreign nationals who have legal-resident or student status in Ecuador. After language testing, they undergo the security clearance process.

For the most recent recruitment cycle, more than 60 highly qualified applicants competed for just six positions. While the program is not



Consul General Douglas Griffiths, center in light green shirt, poses with several members of the inaugural group of interns.

designed to be a source of potential permanent employees, several former

interns have been hired for full-time Locally Employed staff positions.

Ambassadors Discuss Southern Africa's Development

In late February, Ambassador to South Africa Eric M. Bost hosted a regional roundtable conference in Cape Town on the issues and challenges facing the Southern African Development Community. Fourteen ambassadors and nine mission directors from the U.S. Agency for International Development, plus 22 staff from Washington, D.C., attended the event.

The ambassadors and mission directors discussed regional challenges and debated U.S. responses. Sessions at the two-day event covered the crisis in Zimbabwe and counterterrorism, illegal immigration and other regional security matters. Other topics were infectious disease policy, the President's Emergency Plan for AIDS Relief and economic, energy and development policy objectives in the region, which has the world's highest per capita incidence of HIV/AIDS and has endured decades of civil war. Also discussed were countering inaccurate stereotypes of Americans, promoting the mission of the new Africa Command and advancing U.S. policy goals.



Ambassador Eric Bost, right, confers with Ambassador Mary Carlin Yates.

A highlight was a digital video conference with then-Under Secretary for Political Affairs R. Nicholas Burns, who characterized U.S. policy in Africa as successful, citing as evidence U.S. efforts to combat infectious diseases there.

SADC member nations include Angola, Botswana, Lesotho, Malawi, the Republic of Mozambique, Swaziland, Tanzania, Zambia, Zimbabwe, the Democratic Republic of the Congo, Madagascar, Namibia, Mauritius and South Africa.

Across The Pond

A theater named STATE in one of the villages of London, Kilburn, appears to be the headquarters of *State Magazine*. Photo by Michael Bricker



Consulate General Celebrates 50 Years in Lincoln House

The U.S. Consulate General in Mumbai, India, recently celebrated the 50th anniversary of its move into a former maharaja's palace, now called Lincoln House. The star-studded evening drew more than 400

attendees, including Bollywood notables, bejeweled maharajas from across western India and longtime consulate friends.

The guest of honor was Dr. Digvijay Singh, whose grandfather designed the facility as his family's summer residence. He reminisced about playing there as a child. The consular section now occupies the palace's former kitchen—appropriately, he said, as it remains a hive of activity.

"Visa applicants here in 1958 averaged eight per day," said Consul General Michael S. Owen. "The consul general enjoyed tea with many of them." Today, the visa section adjudicates more than 1,200 applications a day.

Since the 1957 sale of the property to the U.S. government, the palace's sprawling ballrooms have become offices, but the building's historic façade remains, as do the panoramic seascape views from the consul general's residence on the upper floors.

The evening's events included a slide show of the past 50 years at Lincoln House and in Indian-American relations. A dance performance starring Emmy-award-winning American tap dancer Jason Samuel Smith and the renowned Indian Kathak-style dancer Pandit Chitresh Das demonstrated how much our dance traditions share.

The celebration may be one of the last at Lincoln House. The consulate general is scheduled to move into a new compound in the Mumbai suburbs in the spring of 2009. The new building will better accommodate the consulate's needs, but the golden years in Lincoln House will not soon be forgotten.



Lincoln House once served as a maharaja's palace.

A TREE GROWS IN TUNIS

Staff members of the U.S. Embassy in Tunis gathered with Ambassador Robert F. Godec in February to kick off a Department of State pilot project that will bring 170 additional trees to the embassy compound.

"This excellent project will help improve the environment and the quality of life for everyone here," he said.

The tree-planting is part of the Energy and Sustainability Design Program of the Bureau of Overseas Buildings Operations and could bring more trees to Department facilities worldwide. The project will help mitigate greenhouse gas emissions because trees process carbon dioxide and reabsorb

greenhouse gases and suspended solids.

The embassy is planting 127 olive trees and 43 shade trees.

Including olive trees in the effort has resonated strongly with the post's Tunisian employees. Olive trees are regarded highly in Tunisia, where the more than 60 million trees outnumber the population six to one.

The environment receives conspicuous official support in Tunisia. Landscaping and park improvements are evident throughout Tunis, and the nation's Ministry of the Environment and Sustainable Development sponsors a number of "green" programs, including a national Tree Festival Day.



Ambassador Robert Godec addresses onlookers before turning the first shovel of dirt to kick off the tree-planting project.

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The submission deadline for the July/August issue is June 15. The deadline for the September issue is July 15.



The embassy team, in blue, crouches in front of the Muhammadiyah team at the start of the match.

Just for Kicks

SOCCER STRENGTHENS TIES IN INDONESIA
BY JOHN JACOBS AND SCOTT KOFMEHL

Personal relationships often form the basis for professional cooperation in Indonesia. Prior to a business meeting, John Heffern, deputy chief of mission at the U.S. Embassy in Jakarta, and Din Syamsuddin, chairman of Muhammadiyah, the second largest Muslim organization in the world, discovered a mutual interest in soccer. Syamsuddin instantly challenged the embassy to a soccer match.

On a rain-soaked, muddy day in February at the Jakarta Police Academy's soccer pitch, both teams enjoyed a lively match in front of more than 200 supporters and a half-time performance by a Muhammadiyah band and dance team.

Captained by Syamsuddin, Muhammadiyah's squad included Indone-

sian celebrities, the University of Indonesia's rector and other Muhammadiyah members. The embassy team included American and Indonesian staff from several sections and agencies. The embassy team led 2-1 at the half, but Muhammadiyah rallied to tie the game at 3-3.

After the game, the players shook hands,

chatted and congratulated each other. Syamsuddin presented the embassy with a plaque commemorating the occasion, and Ambassador Cameron R. Hume presented Muhammadiyah with a signed photo book about the United States.

"The match was a great opportunity to get to know Muhammadiyah leaders and members and spend time with the embassy community," Ambassador Hume said. "The match was also an excellent public outreach opportunity."

The opportunity to meet on the soccer field strengthened friendships with Muhammadiyah members and gave embassy staff a chance to get to know each other better. Now, the local guard who greets staff at the front gate is also the embassy's hero: He was the game's leading scorer. ■

John Jacobs is a consular officer and Scott Kofmehl is an economic officer at the U.S. Embassy in Jakarta.

Wings for The Doves

EMBASSY'S DOJ ADVISERS AID SPECIAL-NEEDS STUDENTS

BY DARREL HART, LEON STRIGOTTE AND BRENDA JAMES

Near the U.S. Embassy in Tirana, Albania, behind a dirty beige wall with a tattered iron gate, sits a small, worn and patched building. Occasionally children emerge to play, but a brief glance tells you that these children are somehow different. Perhaps it's the tenor of their voices, maybe it's the awkward way the children move, or it might be the adults who watch intently over the children's playground antics.

One dark, damp, cold afternoon last fall, several Department of Justice International

Criminal Investigative Training Assistance Program advisers who work at the embassy noticed that unlike at most of the surrounding buildings, when the city's electricity stopped working there was no immediate roar of a generator—the school remained dark. Concern for the children led the ICITAP advisers to approach the school's director, Edo Sherifi, offering a pizza party for the children and staff.

Though surprised by the interest, Sherifi agreed to allow ICITAP to throw a party at

the school, which is named "The Doves."

The school serves children with autism who are not only mentally impaired but often also have physical disabilities. Almost all of them would be classified as severely disabled in the United States. As difficult as it is in the United States to obtain funding for special-needs students, it is even worse in Albania, a very poor country with high unemployment. Most of the students' parents cannot provide much for upkeep of The Doves.



Samples of the students' art were mounted for display.

PHOTOGRAPHS: LEON STRIGOTTE (OPPOSITE PAGE TOP); DARREL HART

Attendees grab a slice at the pizza party. **Below:** Edo Sherifi is the school's director.



Pizza Party

On November 14, 2007, ICITAP staff members arrived at the school laden with pizza and other goodies. The children treated ICITAP to a short concert and showed off their art projects. Later, Sherifi took the advisers to a room set aside to display the children's art.

After visiting the children, the advisers decided to adopt the school. Sherifi identified the school's three most important

needs: a generator to provide heat, lighting and the power to cook hot meals when the electricity was off; materials like Play-Doh, crayons and coloring books for creative activities; and clothing.

Remembering the quality of the children's artwork, the advisers and other embassy staffers asked Sherifi if they could purchase some of the art displayed. Local laws made this impossible, but the director offered to give the art to ICITAP staff. Thinking quickly, the ICITAP advisers asked if they could have all the artwork and then contacted the embassy's community liaison office for assistance in coordinating a wine-and-cheese silent art auction.

Art Auction

Thirty-six pieces of art from the school were donated, and on November 27 an auction was held at the embassy. Many from the community came to show support for this collaborative effort. In addition to the children's artwork, embassy staff donated restaurant meals, personal services, plane tickets and one of the real stars of the evening—jars of peanut butter, which were auctioned off for \$50 a jar. At the end of the

evening, more than \$2,500 had been raised in support of the school.

A few days before the auction, an expatriate board member of Raiffeisen Bank learned of the endeavor to assist the school and arranged for the donation and installation of a generator that is more than twice as powerful as the school needed.

Thanks to ICITAP's hard work, the generosity of both U.S. Embassy staff and the international community in Tirana, the 45 children of "The Doves" now enjoy the basic necessities of heat and lighting all year round. The money raised by the auction has funded a generator fuel tank, fuel and clothing for students.

But the story isn't over. ICITAP family members in the United States have collected activity materials for the children, and additional donations of money and equipment continue to come in from the international community in Tirana. To date, the ICITAP staff have raised more than \$4,000, and they have a new project—repairing the school's boiler in order to phase out the ineffective space heaters currently in use. ■

The authors are, respectively, the ICITAP director, an ICITAP contractor and an office management specialist at Embassy Tirana.

Secretary of State
Dean Acheson
arrives at Lancaster
House in England
in 1950.



Present at the Creation

THE WIT AND WISDOM OF DEAN ACHESON **BY DAN SHEERIN**

Since joining the Department, Secretary Condoleezza Rice on several occasions has evoked the foreign policy legacy of former Secretary of State Dean Acheson. In a Dec. 11, 2005, op-ed piece published in the *Washington Post*, she wrote:

“Soon after arriving at the Department, I hung a portrait of Dean Acheson in my office... I hung his picture where I did for a reason. Like Acheson and his contemporaries, we live in an extraordinary time—one in which the terrain of international politics is shifting beneath our feet and the pace of historical change outstrips even the most vivid imagination... Because leaders such as Acheson steered American statecraft with our principles when precedents for action were lacking, because they dealt with the world as it was but never believed they were powerless to change it for the better, the promise of democratic peace is now a reality in all of Europe and in much of Asia.”

Many State Department employees are familiar with Acheson’s transformational diplomatic accomplishments, including his presence at the creation of the Lend-Lease Act, the Marshall Plan, the North Atlantic Treaty Organization and other programs.

In addition to Acheson’s diplomatic achievements, which still shape our international environment, he also possessed a keen understanding of and strong dedication to the Department. Some of his admiration, advice and admonitions for the Department and its employees—expressed with his wry wit and wisdom—remain applicable and inspirational.

All of the Acheson excerpts below are taken from his 1969 Pulitzer Prize-winning book *Present at the Creation*, which covers his service at the Department from 1941 through 1953.

Acheson on American diplomacy

“I must plead as guilty as any of escaping into immediate busywork to keep from the far harder task of peering into a dim future, which, of course, should be one of a diplomatist’s main tasks.”

“Since the best environment for diplomacy is found where mutual confidence between governments exist, relationships of respect and affection between the individuals who represent them furnish a vitally important aid to it.”

“[The] mixture of frustration and progress...is the daily grind of foreign affairs.”

“The simple truth is that perseverance in good policies is the only avenue to success.”

“If I have said nothing new tonight, it may well be because in a family of nations, as in families of individuals, we should expect nothing more sensational than growth.”

“No characteristic so marked Americans to this day as the quick and helping hand offered not only to neighbors, but to fellow men everywhere.”

Acheson on bureaucracy

“The heads of all these divisions, like barons in a feudal system...were constantly at odds, if not at war.”

“The battle within the Department over disposition of the research and intelligence units transferred from the Office of Strategic Services in October 1945 is worth recalling...to understand the self-inflicted wounds which impaired the standing of the State Department within the government.”

Acheson on making decisions

“Where the boundaries of jurisdiction were fuzzy or overlapping, meetings became inevitable... These meetings gave the illusion of action, but often frustrated it by attempting to reconcile the irreconcilable. What was most often needed was not compromise but decision.”

“Talk should precede, not follow, the issuance of orders.”

“[General Marshall] was impatient with a type of nonsense particularly prevalent in the State Department known as ‘kicking the problem around.’ All of us who have worked with General Marshall have reported a recurring outburst of his: ‘Don’t fight the problem. Solve it!’ The discussion he wanted was about plans of action.”

Acheson on State Department employees

“I tried to make my audience think of the Foreign Service and the State Department not as stereotypes but as people giving their whole lives to the United States—competent, courageous, devoted.”

“[State employees] are a part of that great and goodly company that stretches back through the years to the very beginning of our nation... Today, as always, there is here that devotion to country, that loyalty to your work, that wisdom which is so necessary for our country.”

Acheson and his Department colleagues “never for one moment believed that holding of office was a source of power; it was an obligation of service.”

“As they [State employees] look back upon their service...during those puzzling and perilous times, [they can be assured that] they played a vital role in setting the main lines of American foreign policy for many years to come and that they may feel in their hearts that it was nobly done.”

I once followed the footsteps of Acheson’s daily walk between his office and his residence in Georgetown. I ended the walk by paying my respects at Acheson’s grave in Oak Hill Cemetery, just a few steps away from his old home on P Street. There, near the top of a hillside, I found his name carved on a stone that faces toward Foggy Bottom—DEAN ACHESON—looking always, dutifully, to the Department and the home of American diplomacy. ■

The author is acting director for the eDiplomacy Office in the Bureau of Information Resource Management.

Foreign Service officer Carter Wilbur, USAID officer Jo Lesser-Oltheten and Major Michael Monti work together at the embassy control center.



Working Together

EMBASSY USES COORDINATION FOR CYCLONE RELIEF
BY KAPIL GUPTA, PAMELA KAZI AND ALETA KOVENSKY

The three D's of American foreign policy—diplomacy, development and defense—were demonstrated by the U.S. Embassy in Dhaka's successful emergency response to Cyclone Sidr in November of 2007. Dubbed Operation Sea Angel II, the initial U.S. response combined the efforts of the Department of State, Department of Defense, U.S. Agency for International Development, government of Bangladesh and international donors.

Starting with the first reports of a gathering storm in the Bay of Bengal, the embassy in Bangladesh was in close communication with the U.S. Pacific Command and USAID's Office of Foreign Disaster Assistance. Around the world, U.S. assets were moved into place—the USS *Kearsarge* changed course to head to the

area, the OFDA's representative in Kathmandu began preparations and a USAID Disaster Assistance Relief Team assembled in Washington.

Within 36 hours of the storm warning, the government of Bangladesh evacuated approximately 1.5 million people from vulnerable sites. USAID worked with nongovernmental partners to deliver key relief supplies near areas expected to be hit by the cyclone. The mission's Defense attaché office began working with host-country officials to facilitate the arrival of U.S. military assets and served as a key liaison with the Bangladesh military.

On November 15, Cyclone Sidr made landfall in southern Bangladesh with winds of 155 miles per hour. Despite the impressive evacuation efforts, the cyclone took an estimated 4,000 lives as an 18-foot tidal surge struck deep into coastal areas and high winds destroyed structures. The storm displaced more than 3 million people, ruining crops, destroying livestock farms and damaging critical village infrastructure. Storm-induced power outages plunged the country into darkness.

As the storm hit, the embassy provided a comprehensive interagency response. Senior mission representatives met with high-level Bangladesh government officials to offer support and identify needs. Advance teams from OFDA and the Marine Corps arrived



and joined mission representatives from USAID and the Pacific Command Augmentation Team to conduct the initial reconnaissance.

Groundwork Laid

To prepare for the influx of U.S. military forces, Department and DOD officers jointly secured country clearances for U.S. military aircraft. At Dhaka's two main airfields, the embassy's assistant general services officer and a member of the Defense attaché's office provided logistical support to incoming U.S. military and USAID personnel. The embassy in Dhaka's travel services staff facilitated immigration and customs processing for incoming U.S. military personnel and temporary support staff, reducing the time needed for delivering critical relief supplies. A relief operations center at the embassy and a forward operating base for U.S. efforts were set up, the latter at the Bangladesh Army's relief distribution hub at the Barisal airport in southern Bangladesh.

Operation Sea Angel II succeeded thanks to close coordination between the Department, DOD, USAID, the government of Bangladesh and USAID's nongovernmental partners. USAID employees and Foreign Service national employees worked with nongovernmental contacts in the affected area to identify relief target areas, the supplies needed, where they could be delivered and how they could be distributed. USAID FSNs, some of them physicians, traveled with mobile medical teams from the USS *Kearsarge* and the USS *Tarawa* to translate and assist in treating disaster victims.

The coordination involved embedded Department and USAID employees working alongside the Marine Expeditionary Battalion command staff. The embassy worked with military planners to facilitate contacts with local and nongovernmental counterparts and answer operational questions, which helped their military colleagues perform more than 100 sorties by helicopter and aircraft. In the immediate response effort, the U.S. military transported more than 400 tons of food, 12,000 gallons of fresh water and 200 tons of relief materials to remote sites in the affected areas. More than 1,000 patients were treated by military medical teams.

Effort Continues

The U.S. role in recovery from the cyclone continues. The second stage of the embassy's response centers on conducting interagency assessments to support U.S. reconstruction

planning. To accomplish this, the Pacific Command Augmentation Team organized interagency assessment teams that have included the U.S. military's civil affairs personnel, engineers and medical specialists, and USAID and Department employees. The teams conducted detailed assessments to develop specific knowledge of the local and regional factors that contribute to civil vulnerabilities.

The teams spent three weeks in storm-ravaged southern Bangladesh, meeting with local officials and representatives of nongovernmental organizations, and surveying conditions. The teams also provided local communities they visited with grants for small reconstruction projects, such as repairing damaged schools. In village after village, the teams heard expressions of gratitude and surprise at the efficacy of the ongoing relief operations.

The U.S. Embassy in Dhaka's response to Cyclone Sidr has strengthened the bilateral relationship and successfully modeled how the three D's can help a country in need. ■

Kapil Gupta is an economic officer, and Pamela Kazi and Aleta Kovensky are vice consuls at the U.S. Embassy in Dhaka.



Clockwise from top: Cyclone victims express their thanks for the relief effort; Foreign Service officer Heather Variava and Lt. Colonel William Berris coordinate relief at the forward operating base in Barisal; a Navy medic examines a child injured during the cyclone.





DON'T BE LATE

GOVERNMENT CREDIT CARD BILLS MUST
BE PAID ON TIME **BY ED WARNER**

Department of State employees may be able to use their own credit cards to buy lunch near where they work and then forgo paying the card's bill for a month or more.

Not so with their government-issued credit cards.

These cards are only for business-related expenses arising when the employee is away from his or her official duty station. And the resulting bill must be paid in full within 25 days of the closing date of the statement on which the charge appears, even if the employee has yet to be reimbursed for the expenses—or is never fully reimbursed.

The Office of Employee Relations' Conduct, Suitability and Discipline Division manages the Department's discipline program. Cases of credit card misuse and failure to pay are referred to CSD from the Bureau of Resource Management or the bureau where the employee works.

RM, which manages the credit card program, first responds to a bill's nonpayment by sending a letter requesting the employee to either pay the account in full within 30 days or establish a

written repayment agreement with Citibank, the bank issuing the card. If the employee does not resolve the unpaid balance, garnishment of the employee's pay begins; that is, the Department takes the unpaid sum out of the employee's paycheck. RM then refers the matter to CSD, where a case manager determines the appropriate disciplinary action.

When a credit card bill goes unpaid, the charges on that bill are examined for appropriateness, and many such examinations reveal misuse. However, misuse may be determined independently of nonpayment, since RM and the executive office of the employee's bureau may review credit cards at any time for nonallowable charges. Misuse of the card may also result in disciplinary action.

Employees should read their copy of the Government Cardholder Account Agreement—which they signed when they agreed to the terms of use governing the card. Full regulations are also at 4 FAM 466 and 4 FAH-3 H-466. ■

The author is the deputy editor of State Magazine.

Heat of Battle

AMBASSADOR STAYS DURING FAILED COUP **BY LUCY TAMLYN**

In early February, the capital of Chad endured a two-day siege as rebels battled government forces in an attempt to topple President Idriss Deby Itno. For Chadians it was a sad reprise of the violence that has wracked the country since independence. For staff and family members of the U.S. Embassy in N'Djamena, it was a harrowing experience, but one they endured with courage and camaraderie.

Working under wartime conditions, embassy staff successfully protected U.S. government employees, family members and private American citizens, and the embassy remained open.

On January 31, rebel forces were advancing across Chad from the east, and embassy personnel were instructed to consolidate in the housing compound and the chancery. Despite crowded quarters on the compound, the group of 21, including four children and two infants, passed the next 24 hours in good spirits. The next day, reports trickled in of truckloads of wounded soldiers arriving at the hospital: Government forces had failed to turn back the rebels in the east and were retreating to N'Djamena.

At 1:00 a.m. on February 2, family members were told to prepare to depart. A

five-car convey set off for the French-controlled air base at 4:30 a.m. Shortly thereafter, the first sounds of artillery fire were heard in the distance. At the airport, good-byes were said, hugs given and family members and nonessential staff quickly boarded the Department of Defense-contracted aircraft. With passengers filling all seats and hunkered down on the floor, the plane flew to safety into Yaoundé, Cameroon.

Trapped in Crossfire

By 9 a.m., rebel trucks were barreling down the dusty roads of the city. It soon

Seen over the embassy's rooftop, the smoke of burning rebel vehicles rises over N'Djamena.



PHOTOGRAPHS: U.S. EMBASSY IN N'DJAMENA



Top left: Ambassador Louis J. Nigro, second from right, presents the flag to the Marine detachment commander as the embassy is reopened. **Bottom left:** Americans at the French base are, from left, Major Stephen Edwards, assistant Defense attaché; Wesley Pendergist, information management officer; and David Richeson, regional security officer. **Above:** The Locally Employed staff took shelter in the chancery during mortar attacks.

became clear that the housing compound and the embassy itself were in the path of the rebels and would be trapped between them and government forces as a fierce battle raged over the next two days.

Back at the housing compound, the 11 remaining employees and two American private citizens took shelter on the floor of a bedroom amid heavy fighting on all sides. The deafening report of a government tank outside the compound wall rose above the sound of heavy machine guns and rocket-propelled grenades. An estimated 1,000 bullets rained on the compound every hour. An RPG exploded in a nearby tree, sending the Americans reeling and loosening the house's corrugated tin roof.

Soon, the first wave of rebels surged around the embassy compound. In addition to Ambassador Louis Nigro and 19 embassy employees, the chancery sheltered 20 local guards, a private American citizen and a Chadian-American child and his Chadian mother.

As the battle advanced and retreated, looters swarmed behind the rebels. Embassy guards looked on helplessly as looters seized their treasured bicycles and

motorcycles from the parking lot. The destruction of classified material picked up speed with embassy staff from all sections wielding sledgehammers and doing shredder duty. Elsewhere in the city, as security permitted, French forces ferried private American citizens and other expatriates from hotels and residences to the French base for onward passage to Libreville, Gabon.

Battle Worsens

A day later, the battle around the embassy became more fierce. An RPG round went through a second-story wall near the ambassador's office, where an employee had been minutes before. The order came to abandon the embassy.

At 3:15 p.m., Marine Detachment Commander Robert Sutton and Sgt. Patrick Shaw lowered the American flag, folded it and gave it and the embassy keys to the Ambassador. The last e-mail was sent to American citizens, urging them to seek shelter at the French base. A French helicopter landed on an improvised landing area behind the embassy to pick up the ambassador and his group during a lull in

the fighting. They were joined at the French base by the Americans from the housing compound, who had endured another excruciating day in the crossfire before being picked up by French forces in armored personnel carriers. Government forces were slowly beating back the rebels. But the streets were filled with corpses. The stench of charred and burning vehicles filled the air.

The U.S. Embassy in N'Djamena never closed, however. The ambassador and key staff maintained a U.S. presence at the French base for the next two weeks, one of many French services that were greatly appreciated. On February 14, the chancery reopened and the flag was raised. The damage toll included six embassy houses that had been completely looted. Fortunately, there were no fatalities among the Chadian employees, but many experienced terror, lost household goods and were separated from their families. Employees can help them by contributing to the FSN Emergency Relief Fund. ■

The author is the deputy chief of mission at the U.S. Embassy in N'Djamena.

Perfectly

CLEAR

DEPARTMENT HISTORIANS
DIG INTO THE NIXON TAPES

**BY RICHARD A. MOSS
AND ANAND TOPRANI**

President Nixon, left, and Secretary of State Kissinger confer on the south grounds of the White House in October 1973.

President Richard M. Nixon is usually remembered for three things: the Watergate scandal, the opening to China and détente with the Soviet Union. The Nixon presidency was really about much more, especially in the area of foreign policy.

In addition to its foreign and domestic policies, the Nixon administration is also remembered for the secret Oval Office taping system, which hastened Nixon's downfall when a presidential aide disclosed its existence to the congressional committee investigating Watergate. The first collection of tapes, released in 1996, continued to tarnish the reputation of the Nixon administration and swung the pendulum of historical opinion decidedly against Nixon. Significantly, the initial tape release constituted less than 200 hours of material drawn from nearly 3,700 total hours.

To put the tapes into proper context, the Department of State's historians have had access to the larger universe of classified tapes since 2000, and to high-quality digital materials since 2002. Mandated by Congress to produce a "thorough, accurate and reliable" record of U.S. foreign policy, the Department has reviewed hundreds of hours of material and transcribed more than 1,000 pages. The material will be included in the official documentary series, *Foreign Relations of the United States*. When the final volumes are published, these transcripts will represent the largest single source of Nixon tape transcripts in existence.



Richard Moss, seated, and Anand Toprani prepare to transcribe the Nixon tapes.

In Context

Taken out of context, some quotes from those transcripts have grabbed lurid headlines. For example, at the height of the Indo-Pakistani War of 1971, Nixon and National Security Adviser Henry Kissinger derided Indian Prime Minister Indira Gandhi with rather intemperate language. Nixon and Kissinger were angry because they felt Gandhi had lied to them in November 1971 when she said that India wanted to avoid a war with Pakistan.

Journalists and scholars have often focused on the occasionally saucy language of the tapes rather than the substance of the conversations. The Office of the Historian encourages readers to consult the recordings themselves to gain a full appreciation of the content and context of the conversations.

In the course of its work, the office encountered moments that range from the profane to the poignant and from the introspective to the petty. Particularly interesting are Nixon's frequent soliloquies on a wide variety of subjects, especially when addressing small groups. Talking to an intimate group about the Defense budget, Nixon said: "If you compare us to the Russians, if you compare us to every other great power...we spend a hell of a lot, and all we do is we waste 300 pounds on a 150-pound frame."

Force and Diplomacy

Perhaps more than anyone else in his administration, including those in the military, Nixon recognized the need to sometimes marry force and diplomacy to achieve strategic objectives. Early in 1972, hoping to avoid an offensive by the North Vietnamese against the South Vietnamese, Nixon made several speeches and sent messages through a number of channels warning the North Vietnamese against any "precipitate" action. Nixon also prepared for a counterstrike, in the event of an offensive, by bolstering American airpower.

Transcripts Show Nixon's High Regard For China

One year after his historic trip to China, President Nixon on May 3, 1973, briefed Ambassador David K.E. Bruce, prior to his posting to Beijing. The following exchange, edited with ellipses, is from a section of the Nixon transcripts published in January.

Nixon: I mean, we've got to get along with this one-fourth of all people in the world, the ablest people in the world, in my opinion, potentially. We're going to get along, or not. It's no problem for the next five years, but in the next 20 years it's the critical problem of our age.

Bruce: Yes.

Nixon: China's it.

Bruce: Yes, I think it is.

Nixon: The other thing is...you should let them know how...how much I appreciated our welcome when we were there. The second thing, we look forward to sometime returning. Third, we would very much hope that Chou En-lai will see his way clear to come here to the U.N.—

Bruce: Yes, of course.

Nixon: —or something, as I would like to entertain him here—

Bruce: Um-hmm.

Nixon: —and it can be worked out in the proper way. And fourth—and I think this is the most important—that I look upon the Chinese and American relationship as, really, the key to peace in the world. Always have that in the back of your mind, without playing it too obviously, the fact that the only thing that makes the Russian game go is just the Chinese game.



National Security Adviser Kissinger gestures as he talks with President Nixon about a Vietnam settlement on November 25, 1972.

As Nixon bluntly stated in one Cabinet meeting: “If we think about the real problems of this war, public relationswise and the rest, I suppose many books will be written about it in the future...maybe it will come out all right... The only thing to do if the other guy gives you a, you know, a slap on the wrist [is] you kick him in the groin... You know, that's what we've got to do here.”

In May 1972, two weeks before going to Moscow for a historic summit meeting on the Strategic Arms Limitation Treaty, Nixon linked improved relations with the Soviet Union to reduced Soviet support for the North Vietnamese, who were waging a massive offensive against South Vietnam. The President emphatically asked Brigadier General (and future Secretary of State) Alexander Haig: “How can you possibly go to



Nixon's contempt for the Department may be well known, but the tapes reveal that he also appreciated the dangers faced by the Foreign Service.

Respect for FSOs

Nixon's contempt for the Department may be well known, but the tapes reveal that he also appreciated the dangers faced by the Foreign Service. Following the events in Sudan, Nixon expressed concern for Foreign Service officers serving in hazardous areas and coordinated with Secretary of State William Rogers to arrange a meeting with the Foreign Service Association to honor the victims and address the concerns of diplomatic personnel.

The transcripts used in *Foreign Relations* are the product of years of dedicated effort by Office of the Historian staff members. Transcribing the tapes entailed selection by historians, many reviews by transcribers and careful declassification and editing. In February, Department Historian Marc Susser reported to the Advisory Committee on Historical Diplomatic Documentation that his office's Nixon Tapes Group had completed all new research in and transcription of the Nixon tapes for the *Foreign Relations* series. Look for the transcripts to appear in more than a dozen forthcoming volumes of *Foreign Relations* at www.state.gov/r/pa/ho/frus/nixon. ■

Richard Moss started in the Historian's Office as a graduate student intern and is now a contract historian. He is a Ph.D. candidate at George Washington University. Anand Toprani is contract historian and is a Ph.D. student at Georgetown University. Together, the authors completed the transcription work for the final 130 hours of tapes for inclusion in the Foreign Relations series.

the Soviet Union and toast to Brezhnev and Kosygin and sign a SALT agreement in the Great Hall of St. Peter when Russian tanks and guns are kicking the hell out of our allies in Vietnam?"

Nixon went through with the summit after he made the decision to mine Haiphong Harbor and escalate the bombing against Hanoi.

In early 1973, Henry Kissinger slipped into the Oval Office to inform Nixon that incoming U.S. Ambassador to the Sudan Cleo A. Noel Jr., Chargé d'Affaires George Curtis Moore and Belgium's Deputy Chief of Mission Guy Eide had been murdered by terrorists. The tapes captured a poignant silence as the men sat speechless for a few moments.

A Brand-New Era

FAMILY LIAISON OFFICE CELEBRATES 30 YEARS **BY KATHRYN VIGUERIE**

When the Family Liaison Office celebrated its 30th anniversary at a ceremony in the Benjamin Franklin Room at Main State in March, guests were greeted by a large poster displaying a colorful abstract image: a circle of red, blue, green and yellow interlocked figures that seemed in constant motion. This is FLO's new logo, which, as the poster says, illustrates a dynamic and energetic organization that embraces, supports and empowers its clients.

"We wanted a logo that would be more modern and inclusive, representing our diverse client base and that we are constantly changing to meet the needs of the Foreign Service family," FLO Director Leslie Brant Teixeira said in her remarks to the guests. "We wanted to use this anniversary to begin a process of re-branding FLO, and a new logo was a good starting point."

Lucky Break

FLO had been asked to join a broader initiative to internally brand State Department programs just when it wanted a fresh look for its 30th anniversary. FLO wants to repeat the re-branding success of the Office of Recruitment, Examination and Employment in the Bureau of Human Resources. The bureau wants icons to represent all facets of its offices. With the assistance of Rachel Friedland, REE's employment marketing and communications specialist, and the JWT advertising agency, FLO got a new logo.



FLO

U.S. DEPARTMENT OF STATE

Advocacy Programs Services

Re-branding is a proven concept. Many well-known commercial brands have gone through public efforts to craft a new identity or strengthen an old one. A new logo is one piece of the strategy.

Teixeira said the new logo “visually connects what we are saying to clients to what we are actually doing for clients, helping them to understand that we have a lot to offer.”

Although FLO is well known by Department employees and family members, not everyone is aware of the breadth of its services or that it serves more than just the traditional nuclear family.

“Historically, employees have viewed FLO as the office that supports Foreign Service family members, meaning spouses and children,” Teixeira said. “When we in FLO talk about ‘family,’ however, we mean the very broad Foreign Service family—direct-hire employees of U.S. agencies going to, serving at or returning from a posting under chief of mission authority and their spouses, partners, children, parents and even siblings in some cases.

“We have programs, services and resources for all of these different community members.”

First Step

FLO hopes the new logo will be the first step in a long-term effort to ensure everyone in the Foreign Service family is aware of FLO’s services. One service is providing information. For anyone coping with life issues and a highly mobile lifestyle, FLO provides information, resources, personal support and referrals. FLO can provide assistance or information regarding such matters as adop-

tion, elder care, the special needs of “members of household”—those who are not on or entitled to be on an employee’s orders—raising children overseas, divorce, special-needs education and expeditious naturalization.

FLO publications include the newly published *The Spouse and Partner Guide to the Foreign Service, Welcome Back!: Information for Evacuees, Inter-Country Adoption Guidelines for the Foreign Service Family* and many more. FLO also offers links to other Department resources via its Web site, www.state.gov/m/dghr/flo. FLO also has programs or initiatives for specific groups, including

- spouses and partners trying to find meaningful and fulfilling work overseas,
- families coping with an absent parent who is on an unaccompanied tour,
- employees and family members who have experienced an evacuation,
- single employees who feel isolated at post,
- everyone who has used a community liaison office, and
- anyone who faces the difficulties of Foreign Service life.

Teixeira said FLO plans a long-term re-branding and outreach effort that will include using technology to better reach clients.

“People know we are here, but we need to show them that we are here for them,” she said. “It’s also important for them to know what we can do for them. We will be making a major effort to do that throughout the year and into the future.” ■

The author is FLO’s communications and outreach coordinator.



Under Secretary Patrick Kennedy addresses the FLO celebration.

FLO Celebrates 30th Birthday

The Family Liaison Office is “the best ally families can have” overseas, said Deputy Secretary John Negroponte, one of several Department officials to laud FLO at the March celebration of its 30th anniversary.

Another speaker at the ceremony in the Benjamin Franklin Room of Main State, Under Secretary for Management Patrick Kennedy, said FLO has “made the lives of everyone in the Foreign Service a little easier.” He cited FLO initiatives on family-member employment and special-needs children and FLO’s support for those serving on unaccompanied tours. He also said he has called for a new family-member employment program.

Kennedy introduced the woman he called “Mother FLO,” Lesley Dorman, former president of the Associates of the American Foreign Service Worldwide, who was instrumental in the founding of FLO.

She said FLO came into being because “AAFSW was able to create an office in the Department—an unusual feat.”

FLO Director Leslie Teixeira said FLO’s goals for the future include additional initiatives on family-member employment, education and youth, and a focus on more professional training of community liaison office coordinators and adding new CLO coordinator positions. She noted how FLO has grown from “two and a half employees” to a staff of 17 and said FLO has a new logo to reflect its growing diversity of clients and of FLO itself. She said FLO is promoting its services via its Web site and other media.



Lloyd Neighbors is a WAE employee currently serving in the Bureau of East Asian and Pacific Affairs.

Up, Up and WAE

DEPARTMENT RETIREES RETURN FOR SHORT-TERM ASSIGNMENTS **BY ED WARNER**

More than 1,000 State Department employees are Foreign Service retirees who have returned under “when actually employed” status. The ranks of these temporary workers may be growing as the Department seeks to gain additional experienced employees while operating under budgetary constraints.

WAE employees do not cost the Department additional employer contributions for retirement or health insurance. They are also experienced workers with “a level of expertise we are lacking,” said Linda Taglialatela, deputy assistant secretary in the Bureau of Human Resources.

Recent HR data indicate the Department has 1,286 WAE employees, who supplement the permanent Foreign Service work force of 11,326 by about 10 percent. There were also about 1,584 positions able to be filled by WAEs, the most common of

them being security specialist, examiner and consular officer.

In 2005, there were an estimated 1,150 WAEs and about 1,400 jobs that could be filled by WAEs, said David Dlouhy, who calculated the totals while director of HR’s Office of Retirement. Dlouhy is now himself retired but has returned to HR on WAE status.

Large User

Among the bureaus, Consular Affairs is one of the larger employers of WAEs. In a

2007 cable on consular issues, Secretary of State Condoleezza Rice called for increased consular use of WAEs, saying “Over the years, many posts have benefited from WAE time, energy and expertise, and I know that many of you rely on WAEs to fill critical gaps.”

There are also positions outside of CA. Lloyd Neighbors, for instance, retired in 2005, but returned as a WAE in 2007 on the China Desk’s public diplomacy operation.

Although WAEs can work no more than 1,040 hours per year and can earn no more than their highest salary prior to retirement—working more would reduce their retirement annuities—they can put in additional hours by working as contract employees, and Dlouhy said he sees this trend increasing, too.

Civil Service retirees can also return to the Department, but generally do so as contractors. While Civil Service employees can be hired as WAEs, it is not cost benefi-

cial for them to do so. That, however, could change. Rep. James Moran of Virginia has proposed legislation that would eliminate the pay disincentive for Civil Service retirees, a bill supported by the Office of Personnel Management as a way to deal with the coming surge in federal employee retirements.

Crisis Work

One new area where WAEs will find roles is in assisting nations having stabilization crises. According to John Herbst, coordinator for reconstruction and stabilization, WAEs are part of the Department's Standby Response Corps, which was created for deployment to regions needing stabilization. Members of the corps have already been deployed to Darfur and eastern Chad, and other deployments are under consideration, he said.

Herbst said WAEs are needed for stabilization work because they represent "a whole career's worth" of Foreign Service experience. There are 149 WAEs and 108 Department active duty personnel in the Standby Response Corps, and S/CRS is looking for additional retired and active duty personnel to sign up.

To become a WAE, retirees or those about to retire should approach a bureau, typically their former employer, to see whether it has a WAE job needing their skills. There is no central clearinghouse for available WAE positions. Some bureaus make this process simpler, though. CA, for instance, has a list of consular WAE openings that it produces after assessing posts' needs worldwide. ■

The author is deputy editor of State Magazine.



Linda Tagliatela is deputy assistant secretary in the Bureau of Human Resources.

82 AND COUNTING

ASSIGNMENTS KEEP WAE YOUNG
BY ED WARNER

While serving at the U.S. Consulate General in Ciudad Juárez, Mexico, Pat Clark was one of the nonimmigrant visa section's most productive employees, interviewing more than 100 applicants per day.

Clark is 82. She may be the State Department's oldest employee. She is certainly the oldest Bureau of Consular Affairs employee serving under when actually employed status, according to CA management analyst Elizabeth Power.

Clark is on what she calls her second Foreign Service career, having retired as a consular officer in 1990 and returned as a WAE in 1991.

The work has "kept me young," said Clark from her home in San Rafael, Calif., from which she ventures forth at least once yearly for a consular-related tour at some overseas post.

She worked 10 weeks in Ciudad Juárez in 2007, for instance, not so much for the money, she said, as for the intellectual challenge and opportunity to travel. She has done WAE tours in her beloved Paris, where she still maintains a Left Bank apartment, "up and down the west coast of Africa" Frankfurt, Casablanca, Moscow and Bucharest.

Clark barely made it into the Foreign Service. She failed the grammar part of the written exam but then gained a waiver through the help of a Foreign Service recruiting officer who went to bat for her with Washington. She joined the Department in 1959 and later, she said, had the joy of meeting and thanking her early supporter, Esther Rice, in Main State in 1973. Clark had advanced to FS-1 by retirement.

During her years in the Foreign Service, she amassed a 200-item

collection of international art that she later donated to a college in Iowa Falls, Iowa, where she was raised (*State Magazine*, March 2003). Art from the collection and background information is on the Web at www.patclarkart.org.

Clark got her first WAE assignment through word of mouth, but now chooses from CA's assignment list.

Asked how she was able, as she put it, to "keep up with the young ones" in the NIV section at Ciudad Juárez, Clark noted that she has done consular work since 1971 and can now quickly ascertain whether applicants qualify for a visa. If they don't, she said she always tries to "leave them with their dignity intact."

Consular work was perfect for her, she said, because "I'm a people person; I love it."

Clark turned 82 in April and is eagerly awaiting her next overseas assignment.



Pat Clark celebrates a recent birthday.



Asunción glitters in the
fading light of dusk.

Asunción

SOUTH AMERICA'S MOTHER OF CITIES | BY MICHAEL EDWARDS

AT A GLANCE

Paraguay



Capital>>> Asunción

Total area>>> 406,750 square kilometers

Approximate size>>> Slightly smaller than California

Government>>> Constitutional republic

Independence>>> May 14, 1811 (from Spain)

Population>>> 6.67 million

Life expectancy at birth>>> 75.3 years

Languages>>> Spanish and Guaraní

Currency>>> Guaraní (PYG)

Per capita income>>> \$4,000

Unemployment rate>>> 11.4 percent

Import commodities>>> Vehicles, consumer goods, tobacco and petroleum products

Export commodities>>> Soybeans, animal feed, cotton and meat

Internet country code>>> .py

Asunción, also known as the “mother of cities,” is one of the oldest colonial cities in South America. Founded in 1537 by the Spaniards, Asunción sits at the crossroads of a diverse, landlocked country. Augusto Roa Bastos, Paraguay’s most famous author, called his homeland “an island surrounded by land.” Asunción and the surrounding countryside, with its charming tranquility and colonial heritage, evoke images of an isolated place forgotten by time.

Paraguayan scholar Juan Carlos Herken said, “Paraguay is not a country; it is an obsession.” Paraguayans truly have a strong affection for their country. Family ties are strong, and many Paraguayans will go out of their way to welcome visitors. The culture is dominated by a mixture of Spanish, indigenous Guarani and immigrant influences.

The Guarani, with the help of Jesuit missionaries in the 17th and 18th centuries, contributed their language, arts and music to a culture heavily influenced by Spanish colonialism. Subsequent immigrant groups such as Germans, Koreans and Lebanese established ethnically diverse enclaves.



These influences are reflected in cultural events such as *Carnaval* and in local specialties such as *ao po’i* (hand-woven shirts), harp music, *asados* (barbecues), *yerba mate* tea and German-style pastries.

Since its independence from Spain in 1811, Paraguay has had a colorful history marred by wars, including a war against Argentina, Brazil and Uruguay in the 1860s that killed two-thirds of its

population. The country finally emerged from dictatorship in 1989 when Alfredo Stroessner’s 35-year rule ended in a coup d’état. Paraguay is now undergoing democratic transition and economic reform. The Colorado Party has enjoyed 61 years of uninterrupted rule, the current world record, and the opposition remains fragmented. However, Paraguay has made progress in building democratic institutions, fighting corruption, stabilizing its economy and improving education and health services.

A Strong Relationship

The United States established its first mission to Paraguay in 1852, and the bilateral relationship remains strong. Many Americans have come to Paraguay’s aid in times of need, most notably President Rutherford B. Hayes. As arbitrator of a land dispute in 1878, he ordered the return to Paraguay of a large portion of the Chaco region. The Paraguayans named the territory “Presidente Hayes” in his honor. In addition, the Paraguayan government issued a stamp in 2007 honoring former Ambassador and General Martin T.

McMahon, who served in Paraguay and strongly advocated on its behalf during the War of the Triple Alliance (1865–70). Many Asunción street names recognize influential Americans, including President John F. Kennedy, Senator Huey Long and Walt Disney.

More than 60 Americans from 11 agencies work at the U.S. embassy to combat corruption and transnational crime, foster democratic institutions and promote economic growth.

The mission supports Paraguay in combating terrorist financing in the triborder area of Paraguay, Argentina and Brazil; narcotics trafficking; intellectual property rights violations; and money laundering. The Drug Enforcement Administration and Department of State provide extensive support to Paraguay’s counternarcotics efforts. U.S. Treasury advisers help Paraguay improve its efficiency and transparency, and the embassy’s regional legal adviser assists with legal reform.

Mission personnel also assist local agencies in combating trafficking in persons. They helped the government in 2007 open its first shelter for female victims of trafficking. Embassy personnel provide equipment and training programs to the armed forces and specialized crime units to increase Paraguay’s capability to support peacekeeping operations and domestic stability.

The embassy has selected 500 of the best and brightest Paraguayan students from disadvantaged



PHOTOGRAPHS: U.S. EMBASSY IN ASUNCIÓN



Clockwise from left: Ambassador James Cason, second from right, sings at a traditional Paraguayan barbeque; Neatly trimmed shrubs lead up to the entrance of the National Palace; Paraguayan schoolchildren await a visit from the U.S. ambassador. **Opposite page:** Jesús, Paraguay, is known for its Jesuit mission ruins.

economic backgrounds for three-year English-language scholarships. Embassy personnel also help the National Library preserve its decaying newspaper archive.

The U.S. Agency for International Development administers a \$35 million Millennium Challenge Account Threshold Program directed at promoting enforcement and strengthening key institutions. The agency's Paraguay Vende program helps local businesses and promotes better natural resource management. Its health programs support pharmacies, health insurance systems and reproductive health services. USAID has also donated hundreds of computers to public schools.



Paraguay has the world's third-largest Peace Corps contingent with more than 180 volunteers working throughout the country. The embassy has distributed \$35 million in cancer-related medicine and equipment donated by private sources to Paraguayan facilities since 2005. When the country experienced its worst forest fires last September, the mission provided more than \$1.2 million to aid firefighters and disaster victims.

Community Life

The embassy's 15-acre compound features a subtropical arboretum, a large garden and a collection of animals, including deer and peacocks. The chancery and ambassador's residence, featuring 1950s-era avant-garde architecture, will be razed when work begins on a new embassy compound in 2010.

Asunción offers great schools, excellent housing with swimming pools, a short commute and a variety

of restaurants, services and activities. Named the world's least expensive capital city in 2007 by Mercer Consulting, Asunción has affordable household help and personal trainers who teach everything from the Spanish language to salsa dancing. Asunción is also home to many inexpensive *churrasquería* (barbeque) and ethnic restaurants, great arts and crafts, and many cultural events featuring Paraguayan arts and music. Soccer aficionados can watch some of the best *fútbol* in the world. Paraguay offers a bonanza of opportunities for those who enjoy outdoor activities such as fishing, hunting and outings at the large *estancias* (ranches) that dot the countryside.

Crime, inconvenience and isolation are the concerns most often cited by mission personnel. Although violent crime in Paraguay is still relatively low by Latin American standards, it is rising. The country's weak infrastructure makes travel a logistical challenge. Air travel is difficult in and out of the country, with no direct flights to the United States, and mail deliveries and shipments are infrequent. Scarcity of job opportunities and the language barrier limit employment opportunities for spouses.

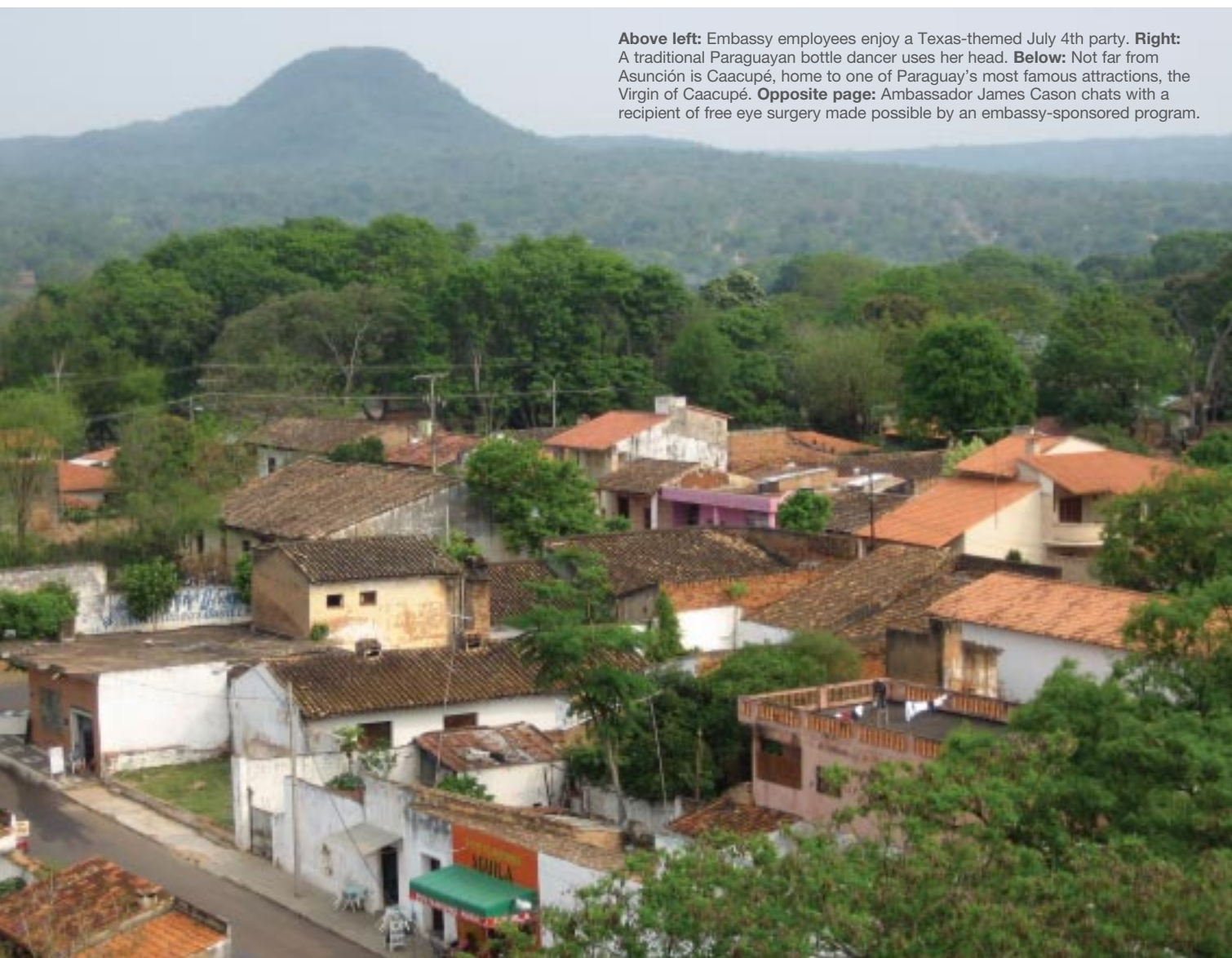
Asunción is an architectural feast for the eyes that blends decaying remnants of its colonial past with concrete-block monoliths dating from the Stroessner era. Hidden amid the decaying buildings are such gems as the National Palace, National Cathedral and Pantheon of Heroes. One million Paraguayans, one-sixth of the population, live in greater Asunción, and the city continues to grow as rural residents arrive looking for work.

A biologically diverse country the size of California, Paraguay has a terrain that ranges from the semiarid Chaco to the subtropical Oriental. Its ecosystems are among the world's most diverse. An agrarian-based society with a distinctively gaucho flavor lies just a few minutes outside Asunción. The city is a great base from which to explore nearby hidden gems such as San Bernardino, a lakeside resort town. Encarnación with its famous *Carnaval* parades and Jesuit mission ruins, and the impressive Itaipú Dam, the world's largest hydroelectric dam, are just a few hours away. And no stay in Paraguay would be complete without a trip to Iguazú Falls in the triborder area.

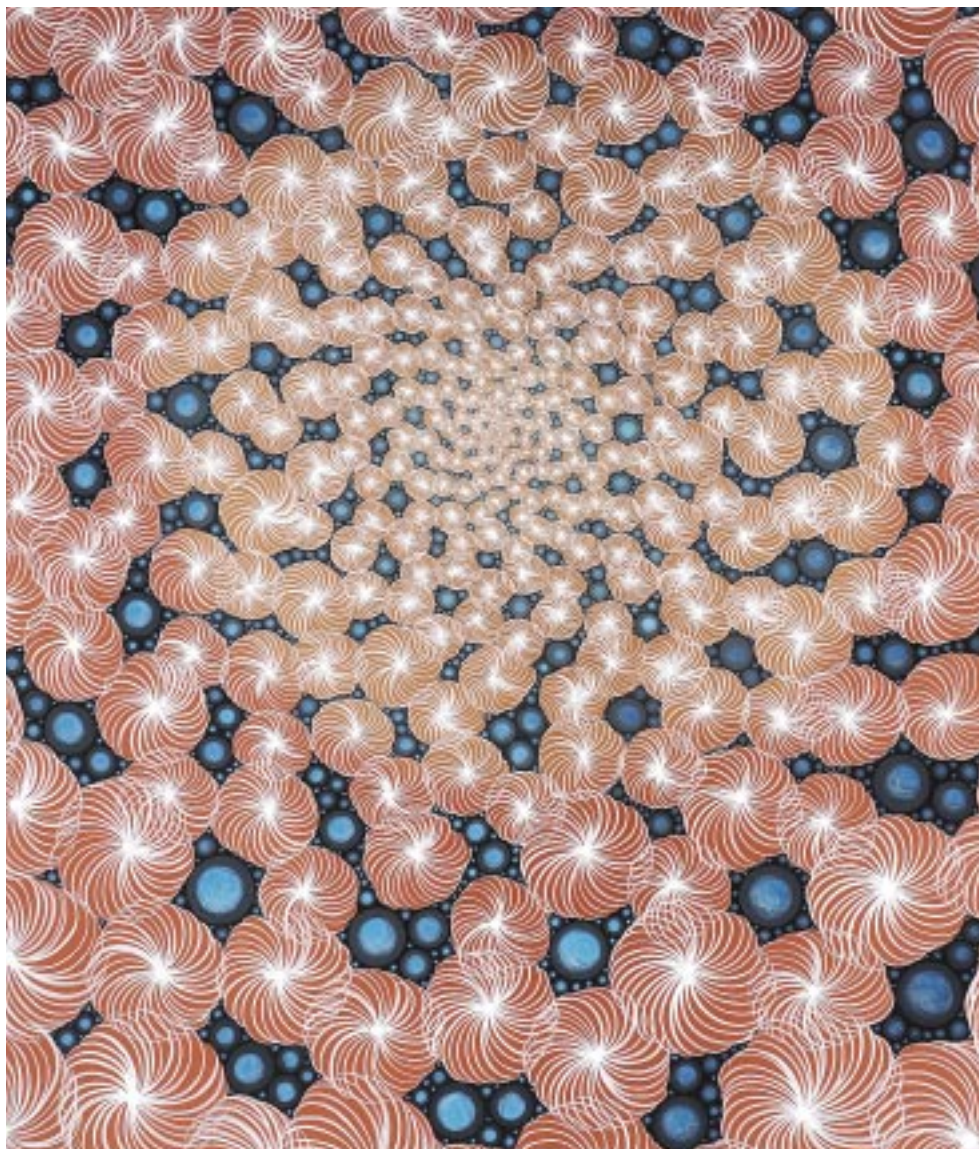
Paraguayans show immense resolve in tackling serious challenges, as evidenced by their success on the soccer field. With the help of the U.S. Mission in Asunción, they are working to overcome their political and economic challenges. ■

The author is a political officer at the U.S. Embassy in Asunción.





Above left: Embassy employees enjoy a Texas-themed July 4th party. **Right:** A traditional Paraguayan bottle dancer uses her head. **Below:** Not far from Asunción is Caacupé, home to one of Paraguay's most famous attractions, the Virgin of Caacupé. **Opposite page:** Ambassador James Cason chats with a recipient of free eye surgery made possible by an embassy-sponsored program.



Above: Barbara Takenaga's spheres and blossoms twist and turn into a cascade of color.

ART in Algiers

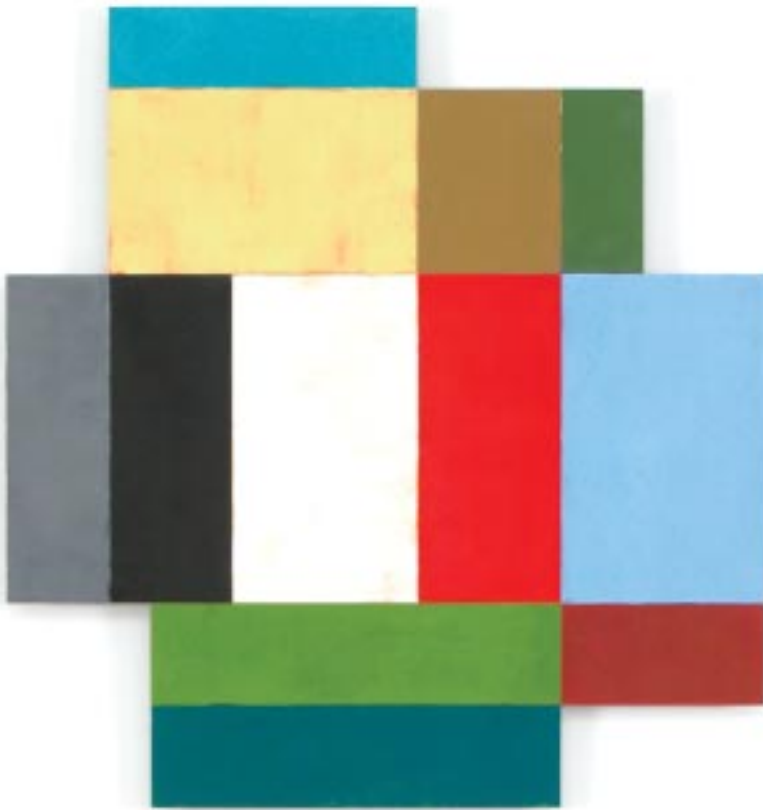
CONFLUENCE: AMERICAN AND ALGERIAN ART
CONVERGE IN ALGIERS **BY CLAIRE D'ALBA**

With contemporary abstract American art and representational Algerian art, the art collection for the new U.S. Embassy in Algiers takes embassy staff and visitors on a visual exploration of the cross-cultural influences between Western and Islamic cultures. The collection's paintings, photography, mixed-media works and wall sculptures demonstrate Islamic influences on Western art and, conversely, Western influences on secular Islamic art.

The Algiers collection, installed in August of 2007, is one of the many new embassy projects taken on by the ART in Embassies New Embassy Compound team in recent years. The collection of 30 works of art draws from well-known to emerging

contemporary American and Algerian artists. Curated by ART in Embassies Chief Curator Virginia Shore, the collection celebrates the artistic dialogue between the visual languages of Islamic and Western art, which has yielded incredible artistic developments in both Islamic and Western cultures.

A seasoned veteran of ART in Embassies and curator of many ambassadorial residence collections, Shore, who is overseeing and developing the new ART NEC endeavor, is well versed in ART in Embassies' mission to further the State Department's public diplomacy effort by providing overseas audiences with a sense of the quality, scope



Left: An oil-on-aluminum work titled "Junk" by Charles Arnoldi. **Below:** An installation of an Amy Ellingson painting combines tradition and innovation.

nature photographs and Susan White's organic hybrids recall familiar imagery within a new context. W.C. Richardson's paintings layer geometric grids with organic loops and curves, and Barbara Takenaga's spheres and blossoms twist and turn into cascading color bursting out of a grid. Amy Ellingson's paintings explore abstraction through calligraphic gesticulations.

The Algerian works demonstrate that although naturalistic human and animal forms remain absent from religious Islamic art and architecture, representational imagery has flourished in the secular art of Islamic cultures. Lazhar Mansouri's photographs of people from his hometown, Ain Beida in northern Algeria, exemplify the emergence of representational art forms from Islamic cultures. Similarly, Algerian-born Zineb Sedira's photographs explore her relationship with her Algerian family history and Muslim heritage. On the other hand, Samta Benyahia, also Algerian born, fuses both

and diversity of American art. The goal of visual public diplomacy drives the new embassy collections as well, but the new collections include American art and art from the host country. By showcasing the artistic achievements of both countries, the embassy collections emphasize cultural connections between American contemporary art and that of the host country.

The Algiers embassy collection, like all the new embassy collections, began with in-depth research of the host country's artistic culture and its connections to American art. ART NEC consults art journals, online resources, dealers, related museum exhibitions and specialized curators. Concurrently, ART NEC confers with the post staff to identify in-country art and collaborates with project architects and designers to ensure that the art not only makes a cultural connection, but also complements the architecture of the embassy building. Focusing on the lobby, atrium and executive suite, ART NEC seeks to acquire and commission works with an organic connection to the space. Atriums thrive with works like Gary Lang's *Conquering #2 (Star Painting)*, acrylic on canvas, 1995.

After careful research, Shore begins the selection, negotiation and acquisition process, yielding a hybrid collection of American and in-country art with a myriad of cultural connections and directions. With varying means of abstraction, including geometric, floral, lyrical and calligraphic forms, the American works in Algiers forge a direct connection to the basis of Islamic art.

Charles Arnoldi and Gary Lang create vibrant, colorful geometric abstractions, while Pamela Crimmins' abstracted



Western and Islamic artistic traditions with Mediterranean Islamic architectural motifs in combination with photographs addressing gender, space and power.

Like the other new embassy art collections, the Algiers collection brings artistic life and beauty into the embassy. Multilingual labels and full-color catalogs of the collection, both produced with generous translation assistance from the post, guide the viewer through the collection, facilitating an understanding and appreciation for the artistic achievements of the American and host cultures. ■

The author is an assistant curator in the ART in Embassies program.



The exterior of the ENA.

Liberated Learning

FRENCH INSTITUTION GIVES U.S. DIPLOMATS NEW SKILLS

BY KIMBERLY KRHOUNEK

French writer Victor Hugo's statement that "He who opens a school, closes a prison" is especially apt given that one of France's most prestigious academic institutions, the École Nationale d'Administration, is located in a former medieval prison. ENA is a graduate school established by General Charles de Gaulle in 1945 to train French students and professionals for senior positions in public service.

For U.S. diplomats, ENA is also the site of a unique long-term training program for mid-career officers.

In our era of transformational diplomacy, diplomats must acquire new knowledge and skills to meet new challenges. ENA training builds functional skills, regional expertise and language proficiency through a program of academic and professional work, group exercises to improve management and leadership skills and public diplomacy experiences, all in a foreign-language setting.

Department candidates have participated in ENA programs since the 1970s, concentrating since 1990 on the Cycle International Court, an intense international study program that brings together mid-career public servants from more than 30 countries. Students represent the diplomatic corps, the military and civilian agencies. After the program, many go on to senior government posts in their home nations.



While visiting the Council of Europe, the author, far right, stands with three friends from the ENA program: from left, Vekin Rattanapant (Thailand), Bodo Andrianarisoa (Madagascar) and Ketilbjorn Hertz (Denmark).



Focus on Europe and Beyond

Now set in Strasbourg, France, the CIC program covers French government and institutions, as well as regional and functional issues. It includes modules on the European Union, crisis management, negotiation skills and media training. The proximity of several important European institutions, such as the European Court of Human Rights, European Parliament and Council of Europe, gives students an opportunity to meet important European leaders.

Students complete several major research and writing projects, participate in roundtable discussions, give oral presentations and conduct group projects highlighting crisis and management skills. The curriculum also offers professional work experience in the French civil service.

Personal Experience

During my CIC experience last year, I worked for two months in a prefecture, similar to a state governor's office, where I completed a study on how to overcome a backlog of applications for French citizenship—work with strong

correlations to the processing of U.S. immigrant visa applications. I also interned at a shelter for battered women, researched climate change and lectured in French on subjects such as elections and U.S. peacekeeping commitments.

Many of today's international challenges require new skills and approaches coordinated with multiple partners in different countries. Officers attend ENA to acquire regional expertise and to cement relationships with partners from around the world. This is a training assignment with long-term benefits for the employee, the mission and the Department. ■

The author is the senior political-military officer in the political section of the U.S. Embassy in Paris.

Many of today's international challenges require new skills and approaches coordinated with multiple partners in different countries.

A close-up photograph of a man with dark hair and a light beard, wearing a vibrant red button-down shirt. He is looking slightly upwards and to the right with a thoughtful expression. His right hand is partially visible, resting near his chest. The background is a plain, light color.

Beating the Heat

When Temperatures Rise,
Find Ways to Cool Down
By Ron Martin

Many people are surprised to learn that, of all weather events, heat is the number-one killer. According to National Weather Service statistics, 38 percent of weather-related deaths in the United States between 1975 and 2004 were due to heat. Other weather-related threats had far lower fatality rates and included floods (19 percent), lightning (11 percent) and tornados (11 percent).



Four environmental factors affect heat-related stress to the body: temperature, humidity, radiant heat (such as direct exposure to the sun or a hot object) and wind. Increased blood circulation to the skin and perspiring are the primary mechanisms the body uses to dissipate heat and maintain a stable internal temperature. Perspiration cools the body as it evaporates, and lower humidity promotes evaporation. The body must have adequate fluids and electrolytes to replace water lost through perspiration.

Fans increase air velocity and can cool the body by enhancing evaporation. However, when temperatures exceed 100 degrees Fahrenheit (38 degrees centigrade), they may have the opposite effect. Heat flows from a warmer to a cooler source. Normal body temperature is 98.6 degrees Fahrenheit (37 degrees centigrade), so if you use only a fan in extreme heat your body temperature may still rise. You need to use a water mist or wet cloths on the skin to generate evaporative cooling.

Cool Clothes

Did you ever wonder why many desert nomads wear long, loose, light-colored clothing? It keeps them cool because the light-colored clothing reflects some of the sun's radiant heat. The clothing also insulates the body to keep it cool, and the evaporation of perspiration cools the cloth.

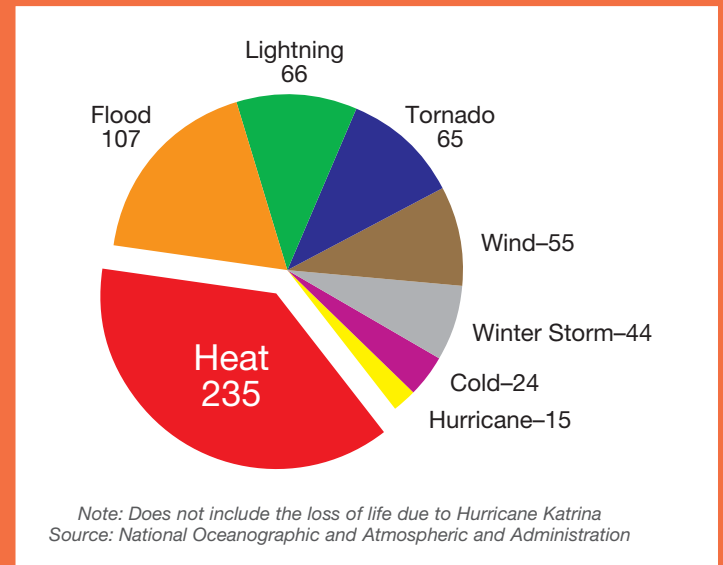
People at risk for heat stress include those who are unaccustomed to a hot climate, older than 65 or younger than 1, in poor physical health, taking certain medications (e.g., for blood pressure, depression or insomnia), performing vigorous activities or under the influence of alcohol.

If the body cannot rid itself of heat, it will store it, leading to a progression of physical responses. One is heat rash, often called "prickly heat," which may occur in humid environments where sweat is not easily removed from the skin. Another is heat cramps, which tend to occur during exercise and affect the active muscles if you drink too much water without adequately replacing your body's salts. A third is heat exhaustion, which occurs while the body is still sweating. The individual feels fatigue, nausea, headache and/or giddiness. Victims' skin is usually clammy or moist, they may become pale or flushed and their body temperature may be normal or slightly elevated.

A fourth problem is heat stroke, which is life threatening and follows heat exhaustion. At this point, perspiration stops, the body temperature usually increases above 104 degrees Fahrenheit (40 degrees centigrade) and the individual may become confused, delirious or unconscious,

or go into convulsions or a coma. Victims must be cooled and receive prompt medical attention to prevent death or permanent injury to the brain and vital organs.

National Average Yearly Weather Fatalities (1975-2004)



Safety Tips

When working in a hot environment, these are some simple precautions to reduce susceptibility to heat stress:

- Give yourself time to adjust to a hot climate. Two weeks is adequate for most healthy people.
- Hydrate yourself the day before your exposure to heat.
- Drink plenty of fluids while you are in a hot environment.
- Stay out of direct sunlight.
- Plan your schedule to take advantage of cooler nighttime or early-morning hours.
- Wear loose, light-colored cotton clothing.
- Avoid vigorous exercise during the hottest part of the day.
- Cool yourself with water mist, wet cloths or immersion.
- Take frequent breaks, preferably in a cool location.
- Avoid drinking alcohol to prevent further dehydration.

The National Weather Service has a chart to help gauge the effects of heat and humidity at www.srh.noaa.gov/shv/Heat_Awareness.htm. Other Web sites on heat-related illness include www.bt.cdc.gov/disasters/extremeheat/heattips.asp, www.mayoclinic.com and www.nlm.nih.gov/medlineplus/heatillness.html. ■

The author is a certified industrial hygienist with the Safety, Health and Environmental Management Division.



Mix of Artists Highlights Series

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association celebrated the new year with an eclectic mix of talent that included a phenomenal “piano four hands” duo, a poet and a jazz vocalist.

Ukrainian-born pianists Oksana Skidan and Dmitri Nazarenko performed the piano four hands. Skidan graduated from the Leontovich Music School and from Donetsk Music College before entering the Donetsk State Conservatory. She is now

performing and teaching in the Washington, D.C., area, and has appeared at the George Mason Center for the Arts, the Towson University Center for the Arts and the Embassy of Ukraine. Nazarenko completed his music degrees at the Special Music School and Conservatory in Kharkov and received his doctor of music degree in 2003 from the University of Maryland. He currently teaches at Montgomery College and in his private studio. Although four-handed piano is extremely difficult,

this dynamic duo weaved a tapestry of music.

J. Joy “Sistah Joy” Matthews Alford helped the series celebrate Black History Month with a heart-gripping and

moving poetic journey through many of life’s experiences. Some of her poetic selections have been published in the book *Lord, I’m Dancin’ As Fast As I Can*.

Jazz vocalist Ericka Ovette delighted the State Department audience with her renditions of songs by many 20th century great ladies of jazz, including Sarah Vaughn, Nina Simone, Billie Holiday, Carmen McRae and Ella Fitzgerald. She has a wonderful talent for weaving the lyric into the music and provided the audience with insightful commentary about the great ladies and their music. Accompanist Paul Pieper on guitar performed with her seamlessly. ■

The author is a computer specialist in the Executive Secretariat.



Coming Events

June 4

Romantic Trio with
Li-Ly Chang, Piano

June 18

TBA

July 2

Sonya Sunhee,
Classical Piano

July 9

TBA

August 20

Antonio Adams,
Dramatic Tenor

September 17

Third Annual
Talent Show

Performances are on Wednesdays at 12:30 p.m.
in the Dean Acheson Auditorium.



Assistant Secretary for Educational and Cultural Affairs
Goli Ameri of Oregon, a former business owner with an interest in education and women's issues, is the new Assistant Secretary for Educational and Cultural Affairs. Previously, she was a U.S. representative to the United Nations General Assembly and before that a public delegate to the U.N. Commission on Human Rights in Geneva. She founded eTinium, a consulting and market research firm specializing in the telecom industry. A native of Iran, she is married and has two sons.



U.S. Ambassador to Latvia
Charles W. Larson Jr. of Iowa, a politician and businessman, is the new U.S. Ambassador to the Republic of Latvia. Previously, he served in the Iowa Senate and House. He is a founding partner of Lincoln Strategies Group, a public affairs firm. He served with the Army in Iraq during Operation Iraqi Freedom, where he spearheaded humanitarian missions and was a helicopter door gunner. After his combat tour, he edited a book profiling 29 heroes from the war on terrorism. He is married and has two sons.



U.S. Ambassador to the Holy See
Mary Ann Glendon of Massachusetts, a law professor, is the new U.S. Ambassador to the Holy See. Previously, she taught law at Harvard University. She has also taught at the University of Chicago and Boston College. She was president of the Pontifical Academy of Social Sciences. In 1995, she led the Vatican delegation to the U.N. Conference on Women. She was a consultant to the U.S. Conference of Catholic Bishops' Committee on International Policy. She is married and has three daughters.



U.S. Ambassador to Nigeria
Robin Renee Sanders of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Federal Republic of Nigeria. Previously, she was international adviser and deputy commandant of the Industrial College of the Armed Forces. She was ambassador to the Republic of Congo and twice served as director for Africa at the National Security Council. Her other overseas postings include the Dominican Republic, Portugal, Sudan, Namibia and Senegal.

retirements

FOREIGN SERVICE >>>

Harley, Joyce E.
 Litt, David C.
 Manley, Victor E.
 Perreault, Jacqueline Rose

CIVIL SERVICE >>>

Beck, Enid
 Berry, Peter J.
 Cortes, Jamilette
 Kegley, Adelet
 Langley, Gloria A.

Linn, Margaret A.
 Nowakowski, Emilie Arlette
 Place, Roselyne M.
 Thompson, Linda Marie



Howard Randolph Brandon Sr., 93, a retired Foreign Service officer,

died of a heart attack Oct. 30 in Athens, Ga. He joined the Department in 1940. His overseas postings included Canada, Bolivia, Algeria, India, Argentina, France and Luxembourg. He retired in 1965 to a

farm, but soon moved to Madison, Ga., where he spent the rest of his life. He enjoyed politics, reading, foreign languages and investing in the stock market.



Donald C. Ferguson, 79,

a retired Foreign Service officer, died March 1 of multiple myeloma. He lived in San Diego, Calif. He served in the Navy and joined the Department in 1956. His overseas postings included Colombia, Taiwan, Hong Kong, Vietnam and Thai-

land. He retired in 1986 to California, where he grew avocados and exotic fruits and worked as a computer consultant. He enjoyed travel, bridge, opera and theater.



William Clark Jr., 77, a retired Foreign Service officer and former ambassador to India, died Jan. 22 of a cerebral stroke in Washington, D.C. He served in the Navy during the Korean War and joined the Department in 1957. His overseas postings included Freetown,

Tokyo, Kobe/Osaka, Sapporo, Okinawa, Seoul, Cairo and New Delhi. After retiring in 1993, he held the Japan Chair at the Center for Strategic and International Studies. He was also president of the Japan Society.



Hazel Weaver Fobes, 93,

widow of retired Foreign Service officer John E. Fobes, died Feb. 19 in Asheville, N.C. She was a librarian in the United States, France and India, where she and her husband lived. In Asheville, she was a political activist who campaigned for

clean air and water. She loved gardening and feeding wildlife.



John Wainwright DeWitt,

74, a retired Foreign Service officer, died Feb. 5 of pulmonary fibrosis in Gainesville, Fla. He served in the Marine Corps before joining the Department in 1960. His overseas postings included Monterrey, Brasília, Cali, Guayaquil, Rio

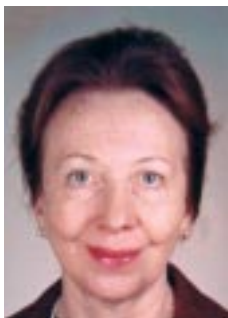
de Janeiro and Paris. After retiring in 1985, he taught geography at Radford University in Virginia. He moved to Gainesville in 1997. He wrote a book on the economic development of the United States and Brazil.



Samuel J. Hamrick Jr., 78, a

retired Foreign Service officer, died Feb. 29 of colon cancer at his farm in Rappahannock County, Va. He served in the Army before joining the Department in 1960. His overseas postings included Lebanon, Canada, Zaire, Ethiopia and

Somalia. After retiring in 1980, he wrote critically acclaimed spy novels under a pseudonym and a nonfiction book, *Deceiving the Deceivers*, under his own name.



Margaret Hussman, 91, a retired Foreign Service officer, died Jan. 27 at her home in Tucson, Ariz. She served overseas in Singapore, Hong Kong, Zurich, Palermo, Rome, Madrid and Mexico City. She volunteered with the International Rescue Committee and was

its European director for 10 years in Paris. In 1990, she retired from the IRC and spent her remaining years in Idaho and Arizona.



Grace A. Rafaj, 80, a retired Foreign Service officer, died March 11 of natural causes in Arlington, Va. She joined the Department in 1948 and was posted to Beirut, Moscow, London, Rome, Kabul, Freetown, Brussels, Tegucigalpa, Kinshasa, Manila, Bogotá, Port au

Prince, New Delhi, Phnom Penh and Seoul. She retired in 1981 to do more traveling.



Louis H. Kuhn, 66, a retired Foreign Service officer, died Feb. 15 in Naples, Fla., after a long illness. He served in the Army before joining the Department. He served overseas in Thailand, Indonesia, Fiji, Papua New Guinea and Sri Lanka. After retirement, he taught

college-level economics, lectured on foreign affairs and volunteered for the Naples Council on World Affairs.

William E. Schaufele Jr., 85, a retired Foreign Service officer, died Jan. 17 in Salisbury, Conn., after a long illness. He joined the Department in 1950. He served as ambassador to Upper Volta (now Burkina Faso) and Poland. His other overseas postings included Germany, Morocco and the Congo. In Washington, he was inspector general and assistant secretary for African affairs. After retiring in 1980, he was president of the Foreign Policy Association and director of The Institute of World Affairs.



Francis P. McCormick, 81, a retired Foreign Service officer, died June 5 of acute leukemia at his home in Orlando, Fla. He served in the Army during World War II and joined the Foreign Service in 1948. His overseas postings included Frankfurt, Budapest,

Nairobi, Beirut, Nicosia, Jidda, Panama City, Ankara and Damascus. He retired in 1979. He was known for his Irish charm and unquenchable thirst for knowledge.

William C. Stewart, 86, a retired Civil Service employee, died Feb. 14 in Albany, Ga. He served in the Navy during World War II. His 25-year career with the Department included assignments in Germany and Vietnam. After retiring in 1976, he earned a master's degree in linguistics and taught English as a second language.

Diplomacy, Past and Present



Richard Nixon's presidency will be remembered for many things by many people, but perhaps no one will forget his foreign relations breakthrough, the historic visit to China, and the audio tapes of his conversations in the Oval Office. Generations of future diplomats and historians will be able to study the Nixon administration's foreign policy strategies because the Department's Office of the Historian is transcribing the foreign policy-related portions of the tapes and publishing

the information in the series *Foreign Relations of the United States*. Department historians have transcribed more than 1,000 pages of conversation, and when the project is finished, it will be the largest single source of Nixon tapes transcripts in existence.

Department outreach and assistance to other nations continued to grow in recent months. In Albania, the U.S. Embassy in Tirana's colleagues worked with Department of Justice staff to provide special help to a group of special-needs children. In Bangladesh, the U.S. Embassy in Dhaka played a big role in the coordinated emergency response to November's Cyclone Sidr. Embassy colleagues cooperated with the Department of Defense, U.S. Agency for International Development, the government of Bangladesh and international donors to provide much needed—and appreciated—assistance to cyclone victims.

Those relief efforts continue because of close cooperation between teams of U.S. military civil affairs personnel, engineers and medical specialists, and USAID and Department employees. The teams have conducted local assessments and provided communities with grants for small reconstruction projects, such as repairing damaged schools.

When the bullets fly, discretion is always the best part of valor. But when an attempted coup d'état erupted in Chad last February, colleagues at the U.S. Embassy in N'Djamena also had a job to do: keep its people, the facility and American private citizens safe during the intense fighting. At one point, a rocket-propelled grenade went through a second-story wall near the ambassador's office, where an employee had been minutes before.

The government of France housed the ambassador and other officials at a French military base—where the U.S. embassy remained in operation. No employees were killed or injured, although many locally employed staff members lost household goods and were separated from their families.

Finally, a final salute to our colleagues en route to their final posting: *Howard Randolph Brandon Sr.; William Clark Jr.; John Wainwright DeWitt; Donald C. Ferguson; Hazel Weaver Fobes; Samuel J. Hamrick Jr.; Margaret Hussman; Louis H. Kuhn; Francis P. McCormick; Grace A. Rafaj; William E. Schaufele Jr.; and William C. Stewart.* ■

Rob Wiley
Rob Wiley
Editor-in-Chief

Coming in June

- 25 years after the Beirut Bombing
- Hurricane Warnings
- Assisting Elderly Parents
- ... and much more!

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STATE MAGAZINE TABLOID EDITION!

EXTRATERRESTRIAL VISITORS
WALK AMONG US - WHAT
IS THEIR
VISA STATUS?



WHEN DEPUTY ASSISTANT
SECRETARIES GO WILD:
SAUCY SENIOR
STAFF MEETING!



WOW, STILL NOT FLUENT!
WHO'S BACK IN LANGUAGE
TRAINING REHAB!

EXCLUSIVE!
BLUESTONE
TOO SKINNY?



POST OF THE MONTH
LOVE TRIANGLE
EXPOSED!



AGGELER 2008

MAY 2008



»»Albania»»France»»Algiers»»Romania»»**South Africa**»»Indonesia»»



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